

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2001/08/02 : CIA-RDP82-00357R000800180042-3

PERSONNEL MOVEMENT AND MANAGEMENT PROGRAM (PMMP)

Purposes of PMMP

Improve annual personnel planning by estimating probable separations and determining appropriate levels of EOD's, reassignments and promotions.

Improve succession and leadership planning by estimating turnover in senior positions and identifying and developing prospective candidates.

Increase the participation of Deputy Directors in the process of executive and personal development.

Conform to requirements of the Guidelines for Executive Development by estimating turnover in executive positions, identifying and developing potential replacements, increasing their mobility and versatility by exposure to different kinds of experiences, effectively utilizing training resources for personal development, and involving senior agency officials in the executive developmental process.

Process of Executive Development

<u>Products</u>	<u>Procedures</u>	<u>Suggested Scheduling</u>
EYES ONLY Executive Candidates Roster (EXEC) and Executive Developmental Training and Assignment Inventory	Each career service to complete review of positions GS-15 through GS-17 expected to become vacant during FY 1973-1976 and identify candidates GS-13 and above as potential replacements (ordinarily two or more prospects). Each career service to evaluate critical and atypical requirements of positions expected to become vacant during FY 1973-1976.	By mid-September 1972.
	Each career service to evaluate personal developmental needs of each EXEC candidate, taking into consideration (1) the special requirements of the position or positions concerned and (2) the desired developmental improvements or experiences specifically applicable to the individual concerned.	By mid-October 1972.
	Each career service to forward EXEC Roster and EXEC Executive Developmental Inventory to Deputy Director concerned.	By mid-October 1972.

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Products

Procedures

Suggested Scheduling

Each Deputy Director to review material with Heads of Career Services.

By mid-November 1972.

Each Deputy to forward Directorate Executive Development program to ExDir-Compt.

By early December 1972.

ExDir-Compt to meet separately with each Deputy on his Executive Development program.

By latter December 1972.

ExDir-Compt to meet with Deputies as members of EMRB in discussion of Agency Executive Development program.

By latter January 1973.

Process for Determining Personal Developmental Needs of Personnel in Grades GS-11 through GS-14

Estimated Upward Movement in Grades GS-11 through GS-14; Assignment Inventory for Development of Personnel GS-11 through GS-14; and Training Inventory for Development of Personnel GS-11 through GS-14.

Each career service to complete review of turnover and cumulative promotional possibilities in Grades GS-11 through GS-14 during FY 1973-1976. Each career service to review the promotional readiness of each individual careerist in Grades GS-11 through GS-14 to advance one or more times during FY 1973-1976. Each career service to compile information on promotional headroom available and promotional headroom needed in Grades GS-11 through GS-14 on PMMP Form 3.

By mid-November 1972.

Each career service to determine specific prospective assignments, rotations, details, orientations and other kinds of job experiences with-in or without the career service that would be helpful, important or essential in preparing each individual having the inclination and the potential for development. In specifying individual developmental actions, each career service to concentrate not only on the requirements of probable future assignments for the individual affected, but also individual experience gaps. Each

By mid-November 1972.

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Products

Procedures

Suggested Scheduling

career service to summarize information on PMMP Form 4.

Each career service to identify and stipulate specific training experiences, both within and without career service for each individual with the inclination and potential for development. Each career service to summarize information on PMMP Form 5.

By mid-November 1972.

Each career service to forward narrative report on overall findings, problems and planned corrective actions, resulting from this process.

By end-November 1972.

Process for Annually Projecting Probable Turnover and Optimal EOD's, Reassignments and Promotions for Ensuing Fiscal Year

Staffing Profile (GS, wage board and military personnel)

Each career service to estimate separations (all causes) for wage board, military and all grades of GS personnel; adjust for any ceiling increases or decreases in the fiscal year, by grade; and determine by grade the number of new personnel that will be brought into the career service, either by reassignment or from outside the Agency to maintain on-duty-strength at ceiling. (Each career service to project reassignments out as well as Agency separations in estimating its total turnover by grade.)

By mid-November 1972.

Taking into account expected EOD's and reassignments-in by grade versus separations and reassignments-out by grade, each career service to plan the probable number of promotions to each grade.

By mid-November 1972.

Each career service to forward to the Deputy Director a narrative report summarizing results obtained in preparing the FY 1973 Staffing Profile.

By end-November 1972.

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Executive Candidates Roster (EXEC)
(Expected Vacancies in GS-17 through GS-15 Positions
During FY 1973-1976 and Candidates for Development)

[illegible]

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PMMP Form 1

- A/ Show first all expected vacancies during FY 1973 in GS-17 through GS-15 jobs resulting from employee separations (in descending grade order); then present information in same way for years FY 1974-FY 1976.
- B/ Two or more candidates will be identified when desirable for each position from among employees GS-13 and above. Prospects may be designated from outside the career service. The same employee may appear as a candidate for more than one vacancy expected to occur during FY 1973-FY 1976. (The testing, coaching, observing and developing of such employees should take into account the requirements of the position or positions for which they have been designated as prospective replacements.)

If a prospective candidate is scheduled to retire within two years from the date he would incur the expected vacancy or is being considered to fill a vacancy for a period of two or less years, attach to this table an explanation why he is a candidate (e.g., level of qualifications or future utilization and development). Likewise, attach a similar explanation in the event an employee outside the career service is designated as a prospective replacement.

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PMMP Form 2

Date _____

EXECUTIVE DEVELOPMENT TRAINING AND ASSIGNMENT INVENTORY

Name of Executive Candidate To Be Developed	Substantive, Managerial and Professional Job Assignments, Experiences and Orientations		Training (within Career Service, OTR, External, College, etc.) and other Developmental Actions	
	Action(s) and Purpose(s)	When	Action(s) and Purpose(s)	When

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Date _____

 Career Service
 Estimated Upper Movement in Grades GS-11 through GS-14
 Fiscal Years FY 1973 - FY 1976

GRADE	FY 1973			FY 1974			FY 1975			FY 1976		
	(1) EST. PROMO- TION HEADROOM WITHIN GRADE	(2) PROMO- TION HEADROOM NEEDED WITHIN GRADE	(3) NUMBER COL (2) Is Over/ Under COL (1)	(1) EST. PROMO- TION HEADROOM WITHIN GRADE	(2) PROMO- TION HEADROOM NEEDED WITHIN GRADE	(3) NUMBER COL (2) Is Over/ Under COL (1)	(1) EST. PROMO- TION HEADROOM WITHIN GRADE	(2) PROMO- TION HEADROOM NEEDED WITHIN GRADE	(3) NUMBER COL (2) Is Over/ Under COL (1)	(1) EST. PROMO- TION HEADROOM WITHIN GRADE	(2) PROMO- TION HEADROOM NEEDED WITHIN GRADE	(3) NUMBER COL (2) Is Over/ Under COL (1)
GS-14												
GS-13												
GS-12												
GS-11												

Explanations:

Estimated promotion headroom within each grade in FY 1973 consists of (1) current estimated CSGA spaces (plus or minus) in that grade and (2) cumulative turnover in that grade during the balance of FY 1973 (i.e., estimated turnover within the grade plus the total of estimated turnover in all grades above that grade). Promotion headroom in FY 1974-FY 1976 consists of cumulative turnover in each grade as defined in (2) above.

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PMMP Form 3

Explanations (Cont.)

The estimated annual promotion headroom needed within a career service in each grade is the total number of careerists expected to become ready for promotion to that grade within a given year. Promotion headroom needed each year within a given grade is determined by the career board or panel evaluating the potential, developmental needs and "promotional readiness" of each individual careerist in the grade below and totaling those determined to be ready for promotion. The number ready for promotion to a given grade is a qualitative judgment of the career board without regard to the level of past promotions or the estimated capacity of the career service to make promotions to that grade. The career board or panel may take into account the time-in-grade each careerist has already served and whether he is expected to move up on a fast track time-in-grade, an average track time-in-grade, a slow track time-in-grade, or not at all. Prior to plotting the promotability of each individual careerist one or more times during the next four years, the career board or panel could establish separate TIG norms for fast, average and slow tracks and decide what standards, criteria, documentation and review procedures it will follow in looking at the promotional readiness of each careerist.

(NOTE: Separate forms are used in planning and implementing the Personnel Movement and Management Program for filling future vacancies in positions above GS-15 during the next four years and for identifying personnel GS-13 and above who are qualified prospects for future assignment to such positions and interim executive development.)

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PMMP Form 4

Date _____

Career Service

Assignment Inventory for Development of Personnel GS-11 through GS-14
(Excludes Executive Developmental Assignments)

NAME	GRADE	COMPONENT	SPECIFIC ASSIGNMENT(S) OR EXPERIENCES AND LOCATION (IF APPLICABLE)	NATURE AND PURPOSE OF DEVELOPMENTAL ACTION(S)	DATE(S) OF ASSIGNMENT <u>A</u> /	LEVEL OF PRIORITY <u>B</u> /

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PMMP Form 4

A/ Could encompass brief or long periods; series of briefings, details of several months, orientations of a few weeks, two-year tours, etc.

B/ Indicate the level of priority for each entry using these symbols:

- A. Essential for personal development
- B. Important for personal development
- C. Helpful for personal development

NOTE: This Inventory is confined to developmental assignment needs, as perceived by a career service. It is not to be construed as an all inclusive list of assignments to be given to individual employees, either upon their request or upon the initiation of their career service or component.

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PMP Form 5

Date _____

____ Career Service
Training Inventory for Development and Enhancement of Personnel GS-11 through GS-14
(Excludes Executive Developmental Training)

NAME	GRADE	COMPONENT	EXPLAIN NATURE OF TRAINING (IF NOT APPARENT) (CONSIDER TRAINING INSIDE CAREER SERVICE, OTR, OUTSIDE AGENCY, ETC.)	DATE(S) OF ACTION(S)	LEVEL OF PRIORITY <u>A</u>

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PMMP Form 5

A/ Indicate level of priority for each proposed action:

- A. Essential for career development
- B. Important for career development
- C. Helpful for career development

NOTE: This Inventory is confined to developmental training needs, as perceived by a career service. It is not to be construed as an all inclusive list of training to be given to individual employees, either upon their request or upon the initiation of their career service or component.

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PMMP Form 6

Date _____

Career Service
FY 1973 Staffing Profile
(Volume of Estimated Personnel Movement in All Staff Personnel Categories)

ITEM	TOTAL	GS GRADES													SPS EP&PL	WAGE BOARD	MIL.		
		GS-18	GS-17	GS-16	GS-15	GS-14	GS-13	GS-12	GS-11	GS-10	GS-09	GS-08	GS-07	GS-06				GS-05	GS-04
I. PRESENT ON-DUTY-STRENGTH AND ESTIMATED ODS AT FOREPART OF FY 1973 (WITH CEILING ADJUSTMENT)																			
A. ESTIMATED ODS IN MOST RECENT MONTH FOLLOWING 30 JUNE 1972																			
B. ODS ADJUSTED FOR CEILING CHANGES DURING BALANCE FY 73 (BY GRADE)																			
II. ESTIMATED PERSONNEL LOSSES IN FY 1973																			
SEPARATIONS																			
REASSIGNMENTS OUT																			
OTHER (LWOP, CONVERSIONS ETC.)																			
TOTAL																			
III. PLANNED PROMOTIONS AND PERSONNEL GAINS IN FY 1973																			
PROMOTIONS TO GRADE																			
FROM GRADE																			
NET PERSONNEL GAINS																			
EOD'S																			
REASSIGNMENTS IN																			
OTHER (LWOP, ETC.)																			
TOTAL																			
IV. ESTIMATED ON-DUTY-STRENGTH AT END OF FY 1973																			
PROJECTED ODS 30 JUNE 1973 (LINE IB ADJUSTED FOR TOTALS AND NET CHANGES IN II AND III)																			

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Chief, Plans Staff
626 C of C Bldg.

EXTENSION

3383

NO.

DATE

24 July 1972

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DD/Personnel/P&C
626 C of C Bldg.

2.

3. Director of Personnel
5 E 56 Hdqs.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

Pursuant to your request, I prepared a briefing sheet breaking out Executive Development activities from the rest of the PMMP process.

As requested, I have developed a separate set of forms for use in managing the Executive Development portion of PMMP. Two forms are involved: an EXEC Roster and an EXEC Developmental Assignment and Training Inventory.

In an attempt to be more realistic in establishing target dates, I have stretched out the time span originally suggested. I tried to preserve, however, some basis for meeting the COB 30 September deadline for reporting to the CSC on the Agency's Executive Development program. This is done by requiring the first phase of Executive Development activity to be completed within each career service by the end of September. Although suggested scheduling does not call for the completion of the Developmental Inventories by that date, I believe we could demonstrate our good faith if we can then acknowledge the existence of an EXEC Candidate Roster.

I have deleted reference to candidates for GS-18 positions in the EXEC Roster and the EXEC Developmental Inventory, on the supposition that it would be inappropriate to ask Office Heads to identify their own replacements and specify prospective developmental arrangements.

We would be go if the ExDir-Compt were to forward to the DD's or a modified version.